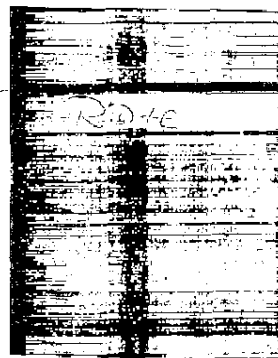


Nov. 07/2001



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- Env. issues apparently not considered as part of the product dev. process (Lrs)
- Env. principles not 'connected' to PMUSA mission
- Additional opportunity for societal alignment and leadership. (Lrs)
- R+D+E seen as a 'requires attention' sector. (Lrs)
- Apparently bad env. and social performance of PM Corp. due to lack of communication and transparency of internal processes (-> website)
- Unilever leader in all sectors (economic, env., social) for food industry -> check their website transparency (on R+D) as model?
- ^{EMC} Council improved by (Parrish) as a global enterprise Corp. Plan. Team (Lrs)
- Transparency = expected from leaders
 - Stakeholder engagement
 - Social implications

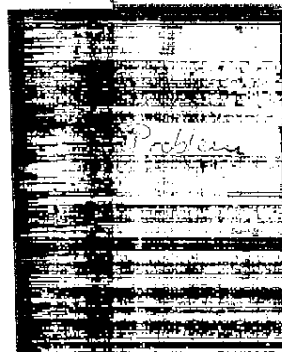
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①



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"reputational
problems"



Compliance $\xrightarrow{\text{mission}}$ Leadership

Where we are:

EMC: 0 Address past AND future

0 Self-awareness \rightarrow gaps (many, problem!)

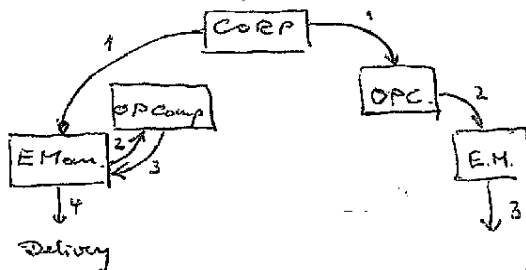
\rightarrow ? Bring Corp. Env. Principles to life!
and ensure full compliance

↓
support/empowerment
by CMC, Pando, Greenberg

Old

PMCI

New



manages
awareness and
accountability

Bob Ferrer: environmental scientist position?

4-2954

task to Dave ✓
on OB agenda



email to Urs
Nyffeler

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1st
EMC Meeting, San Antonio
Nov. 7-10

- (entire)
- ① PM is not an environmental
leader ?
- Dow Jones Sustainability
Group (external)
- Internal assessment
 - ② Env. leadership as ^{and social} ~~the~~ major (among 3
business goals for the Corporation most important
issues) [-> Problem]
 - ③ A new structure ^{and modernized systems are} ~~is~~ being put into
place to redefine accountabilitys
to be assigned to op. company heads.
to accomplish this turn goal
 - ④ R&D+E needs to look at env.
implications of new prod. products [-> RD+E]
and contribute env. innovations
("trade offs")
 - ⑤ Opportunity for stakeholder engagement

- David Lowy to meet Urs

- Function in R&D+E (e.g. ^{Dave Merrill} ~~Bob~~ Grey Ginnings)

1. Feb. 21
12:30

p.t.o.

PM3001180486

Key issues

What is the impact?

What can be done



-2-

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- Part of real-time communication is environmental communication!
- env. assessment and comm. as part of pipeline!

URS

Expectations

- Flawless completion
- Public reporting

- Use of animals ^{tests} is seen (SAM presentation) (PETA)
as part of the Tox industry-specific "mths"
→ requires management (environmental)
(e.g. transparency)

○ EPC needs to

- ① Address commitment of 9 principles
- ② Define corporate goals

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